



So What's All This Talk About Lean Six Sigma?

Our Mission: *Manage Army installations to support readiness and mission execution - provide equitable services and facilities, optimize resources, sustain the environment and enhance the well-being of the Military community*

Leading Change for Installation

Excellence



Purpose and Overview

- Purpose: to provide an executive overview of Lean-Six Sigma
- Overview
 - What Is Lean?
 - What Is Six Sigma?
 - How Do Lean and Six Sigma Work Together?
 - Where Do We Think IMA Is Headed?



What Is Lean?

- Lean concept grew out of the Toyota Production System (TPS) (1960s)
- Lean's goal is to eliminate all forms of waste (*Muda*) in process and using employee creativity
- The currency of Lean is time
- Requires process mapping to identify our Value Stream and ID value added and non-value added time



What Is Six Sigma?

- Six Sigma has its roots as far back as 1920s with Statistical Process Control
- Six Sigma's goal is to understand customer needs and seeks perfection delivered every time
 - Six Sigma quality: 3.5 defects per million opportunities
- Six Sigma's currency is consistency: reduce variation in processes to create consistently good product/service



How Do Lean and Six Sigma Work Together?

- Both require an organizational culture change on how we view work
- Lean-Six Sigma (L-SS) Logical—tight fit between the two—both with a goal to reduce cost (waste elimination)
- Lean reduces waste; Six Sigma (then) can be used to create perfection/consistency of value added processes
- Generally, you may wish to “lean out” a process first; and then apply Six Sigma tools



Where Do We Think IMA Is Headed?

- HQ IMA seems to be headed down the L-SS path with ACSIM's stated interest
- Draft training plans for Six Sigma certification circulating—but official word is to wait till all is sorted out!
 - Note: Six Sigma certification akin to martial arts “belts”—typically white, yellow, green, black and master black belt



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What Is Lean?

The Seven Wastes

- The Seven Wastes (Muda)
 - Overproduction—making more than is necessary
 - Transportation (of product)
 - Unnecessary inventory
 - Inappropriate processing—too large machines, re-work, unnecessary (non-value added) processes
 - Waiting (unnecessary delay)
 - Excess motion
 - Defects in workmanship
- The Eighth Waste—underutilization of employee minds/suggestions/talents